

**REPORT:** 12 18  
**DATE:** 3/21/12  
**ANALYST:** Mike Hebner

## **CLASSIFICATION REPORT**

**PROPOSED TITLE:** Guest Services Manager (Appointed)

**CURRENT TITLE:** Guest Services Manager (Appointed)

**INCUMBENTS:** Marcus Travis

**REASON FOR REQUEST:** Request to review a change in duties to determine the appropriate classification

**DATE QUESTIONNAIRE SUBMITTED:** 4/2/2012

**DATE OF PREVIOUS STUDY:** 2003

**DISPOSITION OF PREVIOUS STUDY:** Established as Guest Services Manager, (Appointed) Grade 11 with 498 Points

**PERSONS INTERVIEWED:**

**RECOMMENDATION:** Chris Larson, Director Facility Services

**RECOMMENDATION:** Change the factor assignments for the Guest Services Manager Appointed position from Grade 11, 498 points to Grade 11 with 538 points

Over the last few years the Convention Center has had to reduce staff and as part of this process they have eliminated the two positions which previously oversaw the Safety and Security, truck marshaling in the Centers shipping yard, and the loading dock, and internal shipping and receiving at the Center, as well as overseeing the visitor parking facility. The duties and responsibilities of those two positions were transferred to the Guest Services Manager position being reviewed here. In addition, new security work including emergency preparedness and emergency management have been added. The position has also taken on additional responsibility and become the official Occupational Health and Safety Administration liaison handling all matters related to safety and health for the Convention Center .

The duties and responsibilities currently assigned to the position are as follows:

### **Event Organization**

- Plan and lead Guest & Security Services weekly meetings to discuss operational plans to support the business requirements of external clients
- Develop and implement long term and day-to-day operational policies and procedures for Guest and Security Services department and provide overall administrative supervision
- Lead event planning meetings including safety, police services, contracted security and guards, and traffic management,

- Provide tours and when needed plan and lead tours to orient new customers or prospective clients to demonstrate building capabilities and provide planning information. Work directly with clients to sell revenue producing services.
- Oversee the operation of the facilities' marshaling yards and dock spaces to provide effective and efficient movement of client goods and services. Responsible for the operation the facility Shipping and Receiving department and personnel.
- Oversee the operation and maintenance the Concierge and Visitor's Information services to provide information to the public, visitors and guests as the primary information desk for the City of Minneapolis visitor's industry.
- Develop and maintain relationships with, coordinate and manage activities and act as liaison with external clients, vendors, City departments, private firms, support service contractors and Meet Minneapolis to facilitate communication and coordination with facility events and operations.
- Manage, update, and implement the policies for the building Emergency Preparedness Plan and Continuity of Operations Plan.

### **Leadership**

- Oversee the hiring, training, payroll, coaching and development of all Guest and Security Services staff. Responsible for the formalized training and educational programs. Provide leadership for continuous improvement, team building and participative management efforts. Create and infuse a positive attitude in the division while rewarding excellent effort and work by staff.
- Conduct performance evaluations and professional development programs for subordinate personnel. Manage personnel issues and conduct internal personnel investigations.
- Participate in collective bargaining agreement negotiations as required and work to effectively ensure consistent compliance with applicable collective bargaining agreements.
- Prepare, manage, monitor and review departmental budget and determine departmental capital needs. Participate in budget meetings and provide input related to expenditure projecting.
- Provide oversight and coordination for all facility safety and risk management programs including chairing the facility safety committee.
- Provide a safe environment, free of harassment, for Convention Center employees and ensure compliance with all City policies, applicable OSHA standards and local, state and federal laws.
- Seek out, develop and maintain participation in industry related associations and trade shows to keep abreast of innovations and improvements in procedures and practices within the industry; apply this knowledge in improvements to the delivery of services and reductions in operating expenses acting as entrepreneur in regard to new revenue generating opportunities.
- Supervise, establish, implement and monitor all emergency procedures, policies and programs for the facility. Provide employee training on emergency procedures as well as conducting routine drills as required to ensure employee understanding of personal safety and public direction in the event of an emergency.

### **Facility Support**

- Plan, develop, implement, maintain and continually improve routine maintenance of safety and security equipment and systems to provide effective long-term preservation and improvement of the facility and service to our clients.
- Plan, develop, implement, maintain and continually improve theft and loss-prevention programs as part of overall responsibility for security and risk management.
- Develop, implement and continually improve facility training programs and material as part of the safety program. This includes functioning as the facility point-person for all OSHA related activity. Provide facility-wide training and updates on all OSHA issues. Work directly with all managers to ensure compliance with OSHA standards.
- Maintain current familiarity with all applicable building codes through participation in industry associations and through developed relationships with local building code officials
- Overall responsibility for operation of on-site and remote parking facilities.

- Develop, implement and maintain parking revenue streams including sales of parking permits and ticketing operations for flat lots and 600-space ramp.
- Conduct regular facility inspections to review facility, equipment, personnel and general activity and share observations with other managers and supervisors to ensure a superior level of service.
- Responsible for all fire and life safety systems infrastructure, upgrading and replacing old equipment, and coordinating all systems infrastructure work with Facility Operations to ensure efficient implementation of systems.
- Write bid specifications for departmental purchases; review and approve purchases; and provide information for all fire and life safety systems equipment within the facilities and requests for proposals for service contractors.

## **POSITION ANALYSIS**

### **PREREQUISITE KNOWLEDGE**

The position requires Bachelor's Degree in Business Administration, Management or equivalent and five years of progressively responsible experience in an operational or administrative capacity within a major convention facility or an equivalent public assembly facility, which includes customer service, building safety systems and infrastructure, emergency management planning and preparedness crowd management and supervisory experience. A rating of **60 points** will be applied consistent with the rating guide.

### **Competencies Required include-**

- Strong functional technical skills including:
  - Thorough knowledge of administrative and operational policies, safety rules, fire regulations and procedures related to guest services in a convention center setting or similar public assembly facility.
  - Thorough knowledge of building systems technology for fire and life safety monitoring, CCTV, alarm and access control, parking controls, ticketing and traffic management systems for parking facilities
  - Thorough knowledge of convention planning, hospitality industry, administrative and managerial functions.
- Ability to accurately assess the length and difficulty of tasks and projects and develop schedules and task assignments and marshal resources to get things done.
- Demonstrated supervisory and leadership skills and the ability to set clear objectives and measures, and create a positive climate.
- Good interpersonal skills along with the ability to interact with fellow employees, clients, the general public and outside vendors in a courteous, cooperative, and professional manner.
- Written communication skills and the ability to get messages across that have the desired effect.
- Ability to work irregular schedules including nights, days, weekends and holidays.  
Adjustments to schedule may be short notice
- Strong presentation skills, and the ability to maintain a high public image; positive attitude and demeanor, and to be effective in presenting in a variety of settings.

## DECISIONS AND ACTIONS

The position is responsible for overall planning, organizing, controlling and monitoring of guest services activities (such as concierge, coat check, and ticket sales activities) with emphasis on service to clients, coordinating activities with other operational departments, City departments, event related contractual services and budgetary control. It also is responsible for the development and oversight of all safety and security programs and related building systems as well as emergency procedures and training. This position provides for the safety of all employees and members of public present in the facility while ensuring the security of all goods and equipment present. Additionally, this position is responsible for all parking facilities, truck marshaling operations, loading docks and internal shipping and receiving functions at the Convention Center.

This position is directly responsible for the procurement and contract management of event and building security contractors and emergency medical services contractors involving an additional 200 contract personnel. This represents an annual budget for personnel of approximately \$2.6 million. The position may have more than 100 contract employees working in the convention center during major shows.

The position is responsible for the hiring, training, payroll, coaching and performance appraisal and development of all Guest Services and Safety and Security staff. It is responsible for the formalized training and educational programs. It provides leadership for continuous improvement, team building and participative management efforts. The position is responsible for crowd management, safety and security at the Convention Center. The position develops and implements day to day and long term policy and procedure for the Guest Services and Safety and Security areas at the Convention Center. Decisions subject to review include final personnel decisions, capital improvements, continuity of operations, and emergency plans, and any policy or planning documents are reviewed to ensure agreement with the Convention Center's organizational and five year plans.

The position has responsibility for identifying, prioritizing, problem solving, and keeping communication and information flowing on delays and errors that are holding up applications with intra and inter-departmental resources

A rating of **60 points** will be assigned. At this level matters dealt with are broad in scope with complex and unusual problems being encountered and performance generally has an influence on finances or delivery of services; errors or inadequacies could cause notable inconvenience, embarrassment, or expense. Jobs at this level have broad based authority in the area where they are assigned. These positions typically have responsibility for the formulation of objectives, policies, and programs. They advise on identification of goals, objectives, and performance measures.

## SUPERVISORY RESPONSIBILITY

The position will have management authority over 27 full time budgeted staff and additional number of contracted staff. The appropriate rating for this level of supervision is **25 points**, and will be assigned.

## **RELATIONSHIPS RESPONSIBILITY**

The position has frequent contact with staff from all levels in the Convention Center regarding a variety of issues and concerns relating to Guest Services and Safety and Security. These include contact with the Executive Director regarding facility-wide policy decisions, emergency planning and preparedness, and updates to emerging situations and information. There is contact with the Director Facility Services to discuss and coordinate department level activity.

There is contact with the Facility Operations Manager to discuss needed structural repairs, life safety systems maintenance and safety issues

There is contact with various levels of the Event Services Staff regarding coordination of convention guest and client services, final client billing, event management software training, development of meeting planner policy and procedure, assignment and delegation of event responsibilities between Event Coordinators and Guest Services Coordinators. There is contact with Event Coordinators to coordinate a seamless client experience for each event, assignment of specific event tasks, parking, move-in and move-out logistics and to coordinate daily logistics for coat-check set up, crowd control and equipment placement within the Convention Center. Other internal contacts include contact with the Business Manager regarding human resources issues, employee training and development, and regarding invoicing and cash-handling, service contracts.

Outside contacts include contact with the Meet Minneapolis sales staff regarding maintenance and upgrades to all Fire and Life Safety systems, access and parking controls, CCTV systems, and as a resource for client contract language provisions for exclusive services and contract services, and to coordinate provision of services and pricing for potential client services during the pre-sale period. The position has contact with the vendors providing guards and security personnel for events at the Convention Center to discuss assignments and expectations. The position has contact with show managers regarding truck marshaling and related shipping and receiving issues.

A rating of **55 points** is justified for relationships required in this position. Jobs at this level are supervisory over major areas of responsibility and generally have special communication responsibility related to the duties of the job, including high level coordination or operational analysis or specialized consultation. The work is with a wide variety of contacts, both internal and external of the system to communicate issues, and deal with problems. They must exercise discretion in release of information. They are responsible for coordination of major efforts, and are expected to enlist cooperation and collaboration from various agencies and groups. These jobs may be involved in technical issues of major importance in the areas where they are assigned

The rating here is equivalent to the score historically assigned to the Guest Services Manager. There are now more contacts and relationships but they require the same need to exercise tact and diplomacy and are of the same level of importance to the Convention Center's image.

## **WORKING CONDITIONS**

The working conditions of the position still entail both indoor and outdoor work with exposure to crowd control and other hazardous situations. The rating of **30 points** will be retained

## **EFFORT**

This position is responsible for planning traffic and crowd control, safety and security services for high-profile events where there are a large number of public present. Challenges involve engaging in these activities and managing these aspects of multiple simultaneous events while imparting a sense of decorum and good customer service to all involved and those observing. The job can entail direct interaction with angry and often disruptive members of the public in protest and arrest situations, response to medical situations and direct interaction with family and friends of victims, all such activities needing great attention to detail as they are frequently involved in later liability claims and/or legal actions.

The position is the primary contact for emergency response to all medical, weather, and disaster actions. It evaluates safety and security issues to determine which have to be dealt with immediately. Guest and public concerns always need 'immediate' attention as well. This position juggles these concerns.

There is pressure to meet expectations and pressures driven by budget, project related deadlines, responsiveness to elected officials, and other constituencies, and in making recommendations to higher level managers and officials. There are strategy challenges, space usage analysis, fiscal profit and/or loss pressures.

A rating of **55 points** will be assigned for this position. At this level, jobs are typically managing and supervising in complex, and sometimes large work areas, managing specialized functions. They are faced with continual deadlines, time pressure, and a need to pay strict attention to detail, resulting in mental effort and fatigue. Managerial and supervisory jobs at this level will typically participate in professional and technical activities as well and having the pressure of managing others. They are over major areas of accountability, and involve significant resources. Deadlines are crucial and there can be limited windows of time to complete work. Some of the jobs at this level have major responsibility for projects and communications with customers, which adds to the mental effort.

The position continues to meet the criteria as outlined in Sectioned 20.1010 of the Minneapolis Code of Ordinances for appointed positions as follows:

1. The person occupying the position must report to head of the designated City Department or the Designated City Department Head's Deputy.

The position will report to the Director, Faculty Services, a Deputy Department Head

2. The person occupying the position must be part of the designated Department Head's management team

The position is a part of the management team of the Convention Center

3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation, or implementation of City or department policy.

The position will have responsibility for the development, review, and modification of Facility policies, and have an on-going need to interpret City and Convention Center Policy

4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.

While there is technical component, the position does not primarily require technical expertise, rather it charged with administrative and managerial functions.

5. There is need for the person occupying the position to accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.

The position must fit into the management structure of the City and Convention Center and must make consistent decisions in the interest of both.

#### **RECOMMENDATION:**

Change the factor assignments for the Guest Services Manager Appointed position from Grade 11 498 points to Grade 11 with 538 points

<b>CLASSIFICATION FACTOR WORKSHEET</b>								
<b>Benchmark Classifications</b>	<b>Factors</b>						<b>Total Points</b>	<b>Grade Level</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>		
Supervisor Security Safety	50	50	10	45	30	45	438	9
Guest Services Manager (Current)	55	55	15	55	30	55	498	11
Event Services Manager (Current)	60	60	30	55	30	55	538	11
Facility Operations Manager	65	55	35	45	80	55	538	11
<b>PROPOSED CLASSIFICATION</b>								
Guest Services Manager	60	60	25	55	30	55	538	11

1. Prerequisite Knowledge
2. Decisions and Actions
3. Supervisory Responsibility
4. Relationship Responsibility
5. Working Conditions
6. Effort